

THE PUBLIC RELATIONS JOURNAL

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Professional and Public Relations

By MAJOR EDITH A. AYNES

Public Relations of Election Campaigns

By CLEM WHITAKER

VOLUME 2

NUMBER 7

JULY

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THE PUBLIC RELATIONS JOURNAL

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THE Public Relations JOURNAL

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Editorial

The Terrible Picture Taker

PUBLIC RELATIONS has a pressing need of doing a piece of sound public relations for itself. I refer to the need of curbing "the terrible picture taker."

Whose finer sensibilities among us are not violated almost every time we attend a meeting of importance these days? The ubiquitous gentleman of the camera is always there. Carrying the accoutrements of his trade, moving back and forth before the audience, peering into the face of first this person and that, he takes possession of the situation. And once let the speaker mount the rostrum, the fireworks begin.

The camera man stands up and studies his prey. Shall he take a front view? Or will it be better to catch the speaker in action from the side or rear? Maybe the thing to do is to take a shot of him from some high point. Perplexity wrinkles the brow of the camera man. The weight of reaching a decision shows heavily upon his countenance.

He walks about. He scowls. He raises his camera and looks at the speaker through the sighting device. He climbs up on a chair and surveys his subject from aloft. Oblivious, or more possibly contemptuous, of the discomfort of the speaker and the audience, he plies the tools of his trade.

Meanwhile the poor speaker tries to act as if he is totally unaware of the

antics of the camera man. Not even when the latter steps directly in front of him and thrusts his mechanical devices between speaker and audience can the speaker so much as indicate by a flicker of an eyelid that he is aware of the presence of the intruder. Stoically he carries on, following the dictum that the photographer shall be licensed to do whatever he will.

It makes no difference that half a dozen, yea even thrice that number, of shots are taken, seldom does one appear in print. Or it makes no difference if in previous experiences of the speaker the results of the photographer's efforts were grotesque and altogether unfavorable to him. He must give no evidence that he is other than pleased with the indefensible antics of "the terrible picture-taker."

Pictures are a very necessary part of public relations. It is an old saw that one good picture is worth 10,000 words. Publicity would suffer heavily if denied good photography. These are facts well known to all who work in public relations.

However, when usage is permitted to assume license, as in the present day custom of picture-taking, numerous undesirable results follow. Righteous indignation at the manhandling of speakers and audiences by photographers is beginning to be expressed by more and more people. They do not see why it is necessary for programs to be so summarily interfered with

by these gentlemen. They think that photographers could make arrangements in most situations to take the pictures they need at times when speakers and audiences need not be interrupted. They feel that taking pictures at meetings is growing to be a racket; that the picture-taker is becoming a "show off"; that the nuisance he creates more than offsets the good his pictures do in supporting sound publicity.

A Great Public Relations Opportunity

APPARENTLY THE PEOPLE of this nation have entered a period of great portent for public relations. The undertone is discontent and anger, the overtone decision and resolute action.

People are weary of war and eager for peace. They clamor for solid, constructive reconversion. They are tired of bickerings, and their inability to buy the products and services they desire. They want to engage in productive work. They demand a chance to live happily and prosperously in this free country which abounds in natural resources awaiting conversion to human needs.

And yet they are thwarted at every turn. Struggles among nations continue apace. Strikes throttle the national economy. The executive, legislative and judicial departments of the Government all are in a tailspin. Reconversion is still little more than a hope. Prices are spiraling upward, purchasable goods are rapidly dwindling in supply, and an air of disorganization hovers over the country.

Tempers are getting short. Men from the lowest walks of life to the White House are beginning to strike out against the things they believe are responsible for

We in public relations need to do something about this problem. It is not too difficult to solve. Common sense can solve it quite satisfactorily. Certainly the time has arrived to take hold. The longer we let the picture-taker get by with his present questionable practices, the more likely we are to see public relations suffer serious results therefrom in the months and years ahead.

II

the present situation. There is little softness in their speech and actions. Management demands relief from strikes and oppressive legislation. Labor enforces demands for higher wages and improved working conditions, through strikes. Government attempts to curb both. Many groups are beginning to join forces in opposing and driving out the radical elements within their midst. Demands are made upon our international statesmen that they become tougher in dealing with representatives of opposing nations. All of us are critical and are talking sharply about issues and personalities.

Therein lies a grave danger. The pendulum can swing too far. Destructive criticism is dangerous. We who work in public relations have the responsibility of keeping sweet and rational in this difficult situation. Our task is to keep abreast of what is happening in order to recognize extremes whenever and wherever they crop up, and do our utmost to move the forces we serve away from them. Ours is the task of statesmanship. We must use the tools of our calling with tact, understanding and tolerance. Before us lies a great opportunity to be *real* public relations people.

REX F. HARLOW

"Leadership, it is truly said, is won by ordinary men with more than ordinary determination, who keep everlastingly at it!"—E. F. G. GERARD.

Professional and Public Relations

By EDITH A. AYNES

Major, U. S. Army Nurse Corps

SOMEbody OUGHT to build a bridge—a public relations bridge—and they ought to build it over the gap that separates the lay public from the medical profession. The Surgeon General of the Army started to build it during the war, but the Surgeon General is a busy man now and his activities, especially during peace-time must, of necessity, be confined to professional needs. This is because his financial and personal budget must be cut to fit the size of the taxpayer's pocketbook and that is, admittedly, very, very small. However true that may be, it doesn't alter the fact that the bridge still needs to be built and it is just as important from the lay public's viewpoint as it is from the medical profession's. That neither side is unduly concerned about it is understandable: it is a perfect illustration of the sentence, "ignorance is bliss."

Few professional people know, or are even interested in learning about public relations. Few public relations people know enough about the inner workings of the professions to see the need for any action on their part. To most doctors and nurses, public relations means "publicity" and they feel that the less publicity they get the fewer troubles they will have. The more publicity they receive the more explaining they must do and the average doctor and nurse are too busy keeping up with the changes that take place in the human body to be able to keep up with the changes taking place in human relations. But the time is rapidly approaching when some serious thought must be given not only to a "public" relations program but to a more important internal "professional" relations program.

At the present time, the medical and nursing professions are not in a position

to "make good" in the eyes of the public the reputation built for them during the war. The reason for this is simple. The professions entered the public relations field through the back door so to speak, and only as a matter of necessity. The stress of war demanded understanding of the problems facing the Medical Department. Mounting casualty lists demanded that the public be told how sons, husbands, nephews, and sweethearts were being cared for in Army hospitals. People wanted to know what kind of hospitals existed; where they were located; how promptly soldiers were given treatment; how many people were available to take care of them and most important of all: what *kind* of people were taking care of them, were they competent? were they conscientious? were they kind?

It became necessary, in the face of this tremendous demand, for the Medical Department to establish some kind of information program to give the public what it wanted. It was called a public relations program. Actually it was not. It was a program designed to alleviate the public's fears for their loved ones and at the same time gain for the Army sympathetic understanding and the personnel it needed to operate its hospitals during the war. It was simply a propaganda program born as a result of the national emergency. That statement is not meant to be critically unkind; it is purely a statement of fact. The groundwork for a sound public relations program had never been laid, either in the medical or nursing professions, let alone in the Medical Department of the Army. Every doctor and every nurse in the profession both in and out of the Army knew that there were and still are real weaknesses in the "ideal" chain—that there were and still are in-

dividuals in both professions that did not and never will maintain the standards indicated by publicity as being acceptable to professional people, but the people who were saddled with the job knew that the public was not generally aware of these weaknesses and they also realized that during a war was no time for those weaknesses to be emphasized. That both professions "got by" with this make-shift program during the war was a god-send for the nation, but public relations-wise the emergency is not over. It was unfortunate that the enforced public relations program had to come before the professions realized the need for a thorough *internal* professional relations program—for now the two jobs, needing simultaneous action, will be doubly difficult. We have a public awakened to the value of better health and better health programs, but we have two professions that are virtually unaware of the implications in the giant's awakening.

Result of Good Publicity

During the war the public grew to love doctors, nurses and medical aid-men . . . mostly as a result of good publicity. To the man and women at home reading the newspaper, they were a symbol of life and hope at a time when all else was death and destruction. Stories told of the "selfless Army doctors and nurses." Patients—men who had faced death day after day—looked upon the tented hospitals as a veritable paradise and if they encountered an "unangelic angel of mercy" or a ruthless doctor, they immediately labeled him or her an exception to the rule and kept quiet about it. So the public eagerly looked forward to the return of doctors and nurses from the armed forces. They looked forward to better hospitals, better nursing care, better surgeons. Angels returned from the battle-fields!

But what happened to the professions? It is difficult to put a finger on what has happened to them. Maybe they read the stories in the newspapers about how good

they were and committed the unforgivable sin of believing what they read; maybe they are merely taking their cue for behavior from some of their fellow countrymen who believe in "me first and the devil take the hindmost"; maybe they are just tired of being noble. Whatever it is, the pendulum of self-sacrifice which swung to the extreme of selflessness during the peak of the war began its sweep to the other extreme toward the close of the fracas and now, at a time when an uninformed public is seeking to buy this war-time rationed product with all the confidence of a child at a candy counter, it is finding that the luscious *tutti frutti* they expected to enjoy is, in some cases, wormy.

No Fundamental Change

Those of us inside the profession know that the basic product is not wormy; that nurses and doctors have not changed fundamentally, but we also know what has caused this sudden about-face in their thinking. We know that in many cases nurses and doctors have just cause to feel as they do; just cause to be bitter, resentful and "fed-up." But we also know that their attitudes could and would change if they only knew some of the facts and were given an opportunity to present their views as to what is wrong. Asking for their views, making them acquainted with the facts pertaining to those views and taking steps to remedy the ills about which they complain is the beginning of a professional relations program. Nurses need an inter-changeable professional relations program with doctors. Doctors would do well to try to understand nurses. *Both of them need to consider the patient* who, after all, is just John Q. Public under the weather. But it is one thing to tell the public that doctors and nurses are considerate of their patients and quite another thing for the individuals to prove it to the patient. But the changes that need to be made cannot be accomplished by publicity, even though publicity chan-

nels would be an important adjunct to the program. These changes must be brought about by actual human relations comparable to the industrial relations programs in effect in all big companies. It must be an organized program under the direction of competent people who understand not only the people with whom they work but who are fully prepared in the field of public relations. These directors should work on the level and with the full cooperation of the administrative body of the organizations they serve. Their opinions should be respected or they should be replaced. Take nursing for an example. It is a profession but actually its problems are little different from those of any labor-management organization. The nurse who works at the bedside of the patient is the one who makes or breaks the reputation not only of the hospital but of the nursing profession. Reputations are not made by the plans or ambitions of the hospital superintendent, the state or national nursing leaders, nor by the editors of state or national nursing magazines. They are made by the individual nurse; therefore, what that individual nurse thinks and does is important not only to her profession and the hospital in which she works *but to the patient* who happens to be under her care. At the present time there is no sympathetic, understanding, professional relations program in effect with that nurse. And because that nurse wants to be understood, because no one will listen to her problems and because she insists on being heard, she is taking the only path open to her, she is joining unions.

Can Nurses Strike?

There is a quick way to explain what that means to the public. Unions can and do strike. Let us suppose there are several seriously ill patients lying in clean, white beds along a hospital ward. Do you hear that one cough? He has a sucking-wound of the chest. We move to his bedside quickly. "Can't you breathe lying down?"

we ask, noting his ashen color. Weakly, still coughing, he shakes his head. The back-rest is raised . . . high. Cough medicine is brought immediately. Slowly he becomes more comfortable. Down the ward a bell rings urgently. The call "nurse . . . nurse . . . come quick." We hurry to answer his plea and find him bleeding. His dressings are saturated and he is lying in a pool of blood. His eyes are wide, his pupils dilated. His pulse is fast, thready. He is frightened. With all the calmness we can command, we reassure him,—send for the doctor and in the meantime change the dressings. Fresh blood is oozing from the incision in his abdomen. A transfusion is indicated, the lab is called and his blood is typed, a donor is found. Meanwhile we start infusions of saline and a stimulant is given. We work overtime to save his life. Overtime. . . . Across the hall a woman is giving birth to a baby. Her life and the life of the baby depends on the skill of the doctor, —the dependability of the nurse.

Can you picture the nurses walking out of that hospital on strike?

For Public Protection

"But," says Mr. John Q. "if they want to strike, let the practical nurses and the nurses' aides work in the hospitals. They did a lot during the war." They did, and without them many patients would have fared badly, but they worked under constant supervision. It must be remembered that the only reason we have state registered nurses today is for the protection of the public. Hospitals were pest-houses until the standards of nursing were raised high enough to make them safe for patients and it takes only the slip of a few days for cleanliness to revert to grime.

"But nurses are traditionally selfless . . ." you say, and I'm changing the verb! "But nurses *were* traditionally selfless." The trends of the American people cannot help but eventually reach even the nurse.

It is not too late to correct these unfor-

tunate trends but the job will not be easy. There are even indications that the medical and nursing professions are beginning to realize the importance of public relations but that is not enough. "Beginning to realize" a problem when that problem has already created an emergency is not sufficient. In order to meet the emergency, the public must understand the urgency of the need and recognize the dangers involved in the lack of such programs. It must also realize that public and professional relations for professional people cannot be effectively handled by run-of-the-mill operators using run-of-the-mill methods. Medical people are highly specialized people with equally specialized problems. But the way those problems are handled is of vital importance to the public.

An Example

Let me present an example. An enthusiastic writer on the payroll of the War Department heard of an operation that had been performed on a patient who was paralyzed as a result of a fractured spine. He wrote that an unprecedented operation had been performed by this Army surgeon when he "sutured the spinal cord" together and as a result the patient would walk again. The writer held out high hopes to all luckless people who were paralyzed as a result of spinal injury and the mails were flooded with pathetic letters from afflicted persons who were hoping to walk again. Doctors who read the story wondered what kind of a miracle man had performed the operation but actually the surgeon had sutured a nerve together and was as bewildered as all other medical men when he read that he had accomplished the impossible and was famous overnight as the potential savior of all paralyzed patients.

Unfortunately the doctor's reaction was not to correct the story but to avoid any further contact with the press. It is this aversion, understandable as it is, that makes any progress in public relations so

difficult. Doctors feel they are too busy to explain the details of their profession for the lay writer to interpret to the public mind, yet doctors and nurses have never learned to translate their professional language into plain American talk, let alone into Brooklynese or pidgin-English. Most of their writings are written in professional language for professional journals. They feel that if the public wants to know about the professions, they should read the journals. Construction of the medical end of the bridge doesn't progress very far with this attitude.

P.R. Course Needed

How the construction will be accomplished is anybody's guess. I believe it will depend upon the patience and understanding of the professional public relations experts who realize the nature of the problem and who are willing to work with medical specialists in setting up a suitable program. It is my personal belief that every medical school and every school of nursing should give a course in practical public relations, its functions and its value. In this course professional people would be taught how to cooperate with the press; they would be taught the value of public opinion; and what constitutes a news story for public consumption in contrast to the detailed article for a professional magazine. They would be shown the difference in advertising for public consumption and advertising for their colleagues' attention. In short, they would be given a 'simplified medically-scented version of "How to Win Friends and Influence People" . . . particularly lay people. They would be shown how to gauge their profession's popularity with the public consumers and by their professional relations program they could make their profession live in truth as well as on paper. People who nurse and people who practice medicine should strive for perfection but as Michael Angelo said: "Trifles make perfection but perfection is no trifle."

THE PUBLIC RELATIONS OF *Election Campaigns*

By CLEM WHITAKER

Partner, Campaigns, Inc., San Francisco

ALMOST EVERY YOUNG MAN when he falls in love is completely confident that the young woman of his dreams is the most fascinating, most charming and loveliest of all God's creatures. It is perhaps the most beautiful phenomenon of all human existence—and for many the fascination never fades!

Sometimes men feel that way, too, about their businesses, their trades or professions—and when they have that great good fortune, the zest of the game is its own reward and they go bouncing through life like a perpetual bridegroom.

I'm afraid I fall in that category.

Some 15 years ago, I fell in love with a strange and fascinating new business—the campaign business. Three years later, Leone Baxter and I became partners in that business and called it Campaigns, Inc. And in the intervening years we have been to the *polls* many, many times.

My good partner gives a talk, based on her experience in our business entitled, "The Greatest Show on Earth—Politics." I am inclined to envy her that subject, because managing a political campaign is a great deal like running a three-ring circus . . . and it's a colorful and apt way to describe it.

I have a plaque on my office wall—a quotation from Abraham Lincoln, written during the dark days of the Civil War—which gives the best definition of the *public relations of election campaigns* I have ever read: "Public sentiment is everything. With public sentiment nothing can fail; without it, nothing can succeed. He who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes or decisions possible or impossible to execute."

Many of us are accustomed to think of Lincoln as an immortal President, as one of the noblest men and greatest statesmen in our nation's history.

He was all of that. But I like to think of him, too, as one of the most astute politicians—and as one of the finest public relations men of all times.

Lincoln saved the Union without a single radio network to carry his message. He turned out epigrams and campaign slogans that never were emblazoned on a billboard . . . but will live forever in the pages of history.

Like Winston Churchill, who rose to almost equal heights in Britain's darkest hour, the beauty and force of Lincoln's prose molded public sentiment—and with public sentiment nothing can fail!

I have a great reverence for that Lincolnian statement, "Public sentiment is everything," and it is the basic principle on which every campaign is managed by our office.

Let's consider then, in a California election campaign, in the year 1946, with all the modern media and election paraphernalia, how do you go about molding public opinion?

What are the techniques . . . and how do they differ from the methods used in other forms of public relations?

The basic ingredients haven't changed much since the days of George Washington, Patrick Henry, Daniel Webster and Abraham Lincoln.

Words still mold the minds of men—and still direct the ebb and flow of their emotions.

Vigorous, fighting English . . . colorful, persuasive language . . . words that play tunes on the senses and print pictures on men's minds . . . these are the best cam-

paing tools, as they have been through the course of history.

Today, as yesterday, if other factors are somewhat equal, the best copy-writers still have the best chance to win elections—providing their men or issues are worthy of the character they give them.

But today we talk into microphones that reach millions—we release an ad schedule, just in the State of California, to more than 700 newspapers! We buy 650 big, 24-sheet billboards—and 18,000 smaller posters—just to sell one candidate or one initiative act on the ballot. We order a run of 4 million on a single pamphlet. And even in these days of paper shortages, we count the campaign all but lost that can't afford ten million pieces of printed matter.

No Longer a Hit-or-Miss Business

Managing campaigns is no longer a hit-or-miss business, directed by broken-down politicians. It is rapidly emerging from its swaddling clothes to become a mature, well-managed business, *founded on sound public relations principles*, and using every technique of modern-day advertising.

When my partner and I first went into the campaign business, there were hundred-dollar bills floating around campaign headquarters like pennies raining down from heaven. But that condition was one of the circumstances which had kept politics in the realm of the racket—and it is one of the conditions we set out to cure in a hurry. Today there isn't a dollar spent in any campaign conducted by our office that isn't reported in a check-by-check accounting—and we have a pardonable pride in that accomplishment.

In every campaign, we do our utmost to get a dollar's value for every dollar spent, just as we would if we were merchandising commodities instead of selling men and measures.

We use campaign funds to mold public sentiment, to present our candidate, or our issue, in the most favorable light possible.

No matter what cynics may think, California votes aren't bought and sold. That unsavory day is dead—and *bossism* will never become a serious menace in California again, if for no other reason, just because machine politics never could stand the light of a hard-hitting, modern-day public relations and advertising campaign.

California is a big state, the second biggest state in the Union. We have more than 4,000,000 registered voters . . . scattered over 58 counties. When you start out to "mold public sentiment," as Abraham Lincoln expressed it, the job is of tremendous magnitude—for your message has to be beamed to reach that army of 4,000,000.

What goes into that job of molding public opinion?

I'll give you a practical answer—with the facts and figures taken from the *Plan of Campaign* for an issue which will appear on your November ballot.

Aimed At Voters

Here is a partial listing of the materials and supplies and advertising media—not to mention specialized personnel—which will be used to carry our story to California's 4,000,000 voters in this particular campaign:

10,000,000 pamphlets and leaflets.

2,000,000 postal cards.

500,000 letters.

48,000 inches of newspaper advertising, spreading over the 700 daily and weekly newspapers in California.

Theater slides and trailers in 160 theaters, playing to nearly 2,000,000 people each week.

Radio spot announcements on all principal stations.

650 billboards—20,000 small posters.

2,000 street car advertising cards.

An intensive publicity campaign, running into hundreds of thousands of words.

Thousands of speeches, ranging from talks before small neighborhood meetings to state-wide network programs, on as many as 17 radio stations simultaneously.

That's just a sample. To put real spark into the campaign, and to handle a multiplicity of tasks in the minimum of time, this campaign (and almost any big campaign follows a similar pattern) will have well-staffed headquarters in both San Francisco and Los Angeles, with a corps of field workers and local managers to help direct the work in other populous areas.

The Volunteers

And behind all that will be some 50,000 volunteer workers scattered over California's hundreds of communities — the county and city chairmen, the press chairmen, the speaker's bureau chairmen, the women's chairmen—and most important of all, the doorbell ringers who actually get out and canvass their neighborhoods and distribute campaign literature.

You may wonder if all that sound and fury is necessary, just to win an election. And if so, why is it necessary?

I can give you my personal assurance that on any hotly-contested issue it is not only necessary but imperative. Why? Because our state is big and complex, and the issues are sometimes complex, too. And most of all (I say this regretfully), because the majority of our citizens are lazy when it comes to performing their civic obligations, and have to be prodded or coaxed into doing their civic duty!

You may think that isn't a public relations campaign; that it is an advertising campaign. Actually, it is both — and something more.

Let's compare marketing a candidate with marketing a commodity, say a new automobile.

The problem is similar in some respects but very dissimilar in others.

If you launch a campaign for a new car, your client doesn't expect you to lead the field necessarily in the first year, or even the tenth year. If you're in third, fourth or fifth place, that's good enough — you're still one of the big five.

But in politics, they don't pay off for

place or show. You have to win, or you soon won't be in business.

There are many other dissimilarities: for example, the fact that political campaigns always are done under tremendous pressure, for some strange reason, with from three to six months to do a year's work.

But the biggest difference is this: an automobile is an inanimate object; it can't object to your sales talk, and if you step on the starter, it usually runs. A candidate, on the other hand, can and does talk back—and can sometimes talk you out of an election, despite the best you can do in campaign headquarters. Candidates are human and their failings—particularly under stress—are manifold.

On the other hand, the candidate, if he's good, can be a major factor in his own success. He can make even a bad campaign look good.

So we have the problem of human relations; the relation of the candidate to his manager or managers, his willingness or unwillingness to hew to the line on the plan of strategy which has been worked out . . . his ability or inability to measure up to the character you give him by your carefully-prepared build-up.

The Greatest Problem

It isn't the public relations end, or the advertising end of our business, that puts grey hairs in the heads of campaign managers. It's the problem of clashing temperaments under pressure; the problem of keeping a sense of values and a sense of humor when your campaign committee has the jitters and your candidate is writhing under the punishing blows of his opponent.

Two of the fundamentals in waging a successful campaign for the Governorship in California (and this applies to candidates for lesser offices, too) are a good candidate—and good issues. The best man isn't necessarily the best candidate, unfortunately. One of the ablest governors that California has had in the past

twenty-five years was one of the poorest politicians. And, conversely, one of the best candidates I have ever known didn't turn out so well as a governor.

If you are going to be successful in the field of political public relations, and still have pride in what you are doing, you need to have a strange mixture of idealism and realism in your makeup. If you lose your idealism, the game isn't worth the candle—and if you lose your campaign, you soon won't be in business!

There is a somewhat simple creed that determines the campaigns we accept or reject. It's simply this: you can't work your heart out for a man you don't believe in, and there's no sense in working your heart out for a man who isn't electable. If our batting average has been fairly good through the years I think it's mainly because we never enter a campaign where we can't put everything we have into winning.

We've talked about men; we've talked about media; we've talked about the magic of words in molding public opinion. What else goes into a successful campaign?

Campaign Strategy

One other very important ingredient—campaign planning, or *campaign strategy*.

How do you develop a campaign?

Everyone in the business has his own technique, I imagine, but I'll take you behind the scenes in Campaigns, Inc., and tell you how we go about it.

One of the first things we do when we are retained to manage a campaign is to spend about three days in seclusion and draw up a plan of campaign. We carefully develop our issues, based on such research material as we have available. We map our strategy. We select our media, and determine their relative importance in this particular campaign. We draw up our budget.

Then, having written our plan of campaign, we write a plan of campaign for the opposition. We try to determine every

move we would make if we were on the other side. And when we have drafted the best campaign (for the other side) we can build, we adjust our campaign to meet what we expect our opponents to do. We build our counter-offensive.

Now how about campaign strategy? What goes into it? Let's take a brief look at the public relations of election campaigns!

An Offensive Required

You can't wage a defensive campaign and win!

Basically, many campaigns are defensive—but they can't be waged defensively. How, then, do you go about getting off the defensive—and waging an offensive campaign—when your position is actually defensive?

The average American, when he isn't at work, wants to enjoy his leisure. He resents your trying to put him to work on something in which *you* are interested. He doesn't want to be educated; he doesn't want to have his mind improved; he doesn't even want to work—consciously—at being a good citizen.

But there are ways you can interest him in a campaign. Every American loves a contest—spirited competition—the clash of arms. So you can interest voters if you put on a fight. No matter what the fight, *fight for something*—and very soon the voters will be turning out to hear you.

There's been a lot of fight talk in the latter part of this article. You many wonder if that is the only technique in campaigning. It isn't the only one. There are two.

The average American also likes to be entertained. He likes Jack Benny and Bob Hope and Joe E. Brown. He likes the movies and he likes fireworks and parades. So if you can't fight, put on a show! The late Jimmy Rolph was one of the champion showmen of politics. And the late Hiram W. Johnson, in his heyday, was a splendid example of the fighting candidate. Both won what they went after.

(Please turn to page 35)

Public Relations in Australia

By ASHER A. JOEL

Public Relations Consultant, Sydney and Melbourne, Australia

INABILITY to draw a line of demarcation between publicity and public relations is the prime difficulty militating against the development of the science and art of true public relations in Australia.

Prior to the outbreak of the second World War, the term public relations was rarely, if ever, used in Australia, and on those few occasions when it was, it usually conveyed a form of political tie-up between an individual acting on behalf of a person or group, with a political party.

There were several self-styled public relations counsellors operating in New South Wales and Victoria, but generally speaking the profession of public relations was unknown either as an art or a science.

Australia, in industry, commerce, government and public activities generally, has always employed the services of publicity officers, the duties of which employees have been primarily to publicise the activities of their respective employing authorities.

On the outbreak of hostilities and with the vast development which took place within Australia to meet the growing demands of the Allied forces in the Southwest Pacific, and the consequent expan-

sion of Government departments, the descriptive title of "Public Relations Officer" gradually crept into governmental, commercial and press vocabularies, but the prime purpose of these "officers" was still essentially publicity for their respective undertakings.

Following the establishment of the headquarters of General MacArthur in Australia, and the setting up of a G.H.Q. Public Relations Office, the term "Public Relations" became more widely known. However, Publicity and Public Relations were still inextricably linked, and to a major degree such is the position today, although a handful of individuals, principally in the state of New South Wales, and the southern state of Victoria are attempting to establish the craft of public relations as a profession separate from all others.

A similar situation to what apparently occurred in America when steps were being taken to make known the aims and objectives of public relations, has developed in Australia.

Advertising agencies who enjoy a very high reputation in Australia—their rules for press and radio accreditation and ethical conduct are most stringent—have readily seen the powerful force which can be exerted by public relations counsellors and consultants as distinct from their own recognized form of activities.

Consequently, advertising agencies have created within themselves what they loosely describe as "public relations departments" and have appointed particular staff members to supervise these activities.

Some agencies, whilst not admitting they have established a public relations department, nevertheless inform their clients that they will undertake public re-

As an active public relations consultant, with offices in Sydney and Melbourne, Australia, Asher A. Joel is well qualified to write about public relations in his country. He is not new to the field. Prior to the war he served a number of clients "down under," and was publicity officer of Australia's 150th Anniversary Celebrations. During the war, as Lieutenant Joel, Royal Australian Naval Volunteer Reserve, he served as Public Relations Liaison Officer on the staff of General Douglas MacArthur and was cited by the President of the United States for his meritorious service in combat operations in the Southwest Pacific Area.

lations work as a special service in supplementation of their ordinary advertising activities.

The reason for not overtly making public the fact that they are engaged in the public relations field, is in some measure due to a belief current among a big section of the community that public relations work consists exclusively of political lobbying for sectional interests, in some cases opposed to the general public good.

The situation is further confused by the several research organizations which, whilst not specifically engaged in public relations work, indicate that surveys and researches are of prime importance in assessing the extent and effect of relations with the public, and that an analysis of the result of such surveys and researches indicates the steps that should be taken to rectify such trade or social deficiencies as may be revealed.

Long Educational Job

As one who for the past twenty years has been associated with active journalism, publicity, propaganda and campaign directorship, it is evident to me that it will be some years before the Australian public generally is educated to a position where they will fully appreciate the immense force for good which true public relations can provide.

There is a definite place for the advertising agency, the research organization, the publicity officer and the recognized media of the press, radio, screen, neons, posters, etc.—but equally there is a definite place to be occupied by the Public Relations Counsellor, Consultant or Officer, whose task should be to coordinate and direct or so advise that the combined efforts of all will be channelised to achieve the maximum of effect.

The exponent of the science of public

relations has a peculiar personal service to render to his client in the same relationship as the doctor has to his health, the lawyer to his legal affairs, the accountant to his company, and the banker to his financial interests.

Public Relations Measure

The public relations counsellor, as distinct from the advertising agent and the publicity officer, should not have his rewards assessed by the amount of free space he can secure or the attractiveness of an advertising display, but rather by the unpublicized goodwill that he establishes for his clients in the society of men and women.

How long it will take before Australians realize this is difficult to assess, but there are signs which point to some enterprises appreciating the subtle distinction between publicity and public relations.

In a world of changing values, unsettled economies, and international confusion, it will be these firms who will stand as the bulwark against the breaking down of the established democratic form of life for which the Allies fought and were victorious.

True public relations between groups eventually becomes good public relations between states and countries, and when such principles are put into practice, they become the basis for the New Order which is still a promise.

That promise is not capable of fulfillment until it is realized that publicity can never achieve the same result as social associations based on a human understanding of what the individual wants, mentally and physically, to enable him to meet the vicissitudes of daily life.

Public Relations—and not publicity—alone can achieve this, be it in Australia or any other country.

"We must be courteous to a man as we are to a picture, which we are willing to give the advantage of a good light."—RALPH WALDO EMERSON.

The Industrial Editor's Job

By ALBERT CARRIERE

Public Relations Director, C. H. Masland & Sons, Carlisle, Penn.

THERE ARE times when I am strongly tempted to bite other human beings: when, for example, some well-intentioned person remarks, "Oh, you're an industrial editor. How nice! I suppose it's your job to make the workers believe exactly what your company wants them to?"

Another remark that always arouses the lethal instinct within me is this: "Your job is to keep the employees from doing too much thinking. Is that it?"

The most vicious and baffling thing ever said to me was the comment of a union man with whom I struck up an acquaintance on a train. "Industrial editor, huh? One of the camouflage boys for big business."

Absurd and inaccurate as these three statements sound, they were uttered by people of normal intelligence. I could mention other conversation pieces concerning the purpose of employee publications, many of them displaying downright ignorance on the subject.

The supreme purpose of the employee publication is to bring about understanding between management and labor. Any publication that does not do this, at least to a degree, is failing in its purpose. What amazes me as I examine some of the beautifully produced employee magazines is their apparent lack of purpose. Some are

nothing but gossip sheets; others proclaim the virtues of the company in heavy-handed prose and loud tones. Another group seems to be competing with our better known national weeklies, such as *Collier's* or the *Saturday Evening Post*. Others indulge incessantly in over-righteous, deadly-serious preaching.

Gossip, company pride, desire for an attractive magazine, the use of inspirational material—all may have a legitimate place in a company publication, but it is a mistake to make any one of them the dominant feature; each should be only a part of the picture and complement the whole.

The employee magazine is a clearing house for all kinds of information. Its content must be varied and well-rounded. An editor who uses material merely for the sake of filling up space is just as worthless as the one who stacks the cards in favor of his company.

The kinds of material that goes into a company paper may be classified in three groups: First are the things which a company wants to "get across" to its employees. Some of them are: hiring policy, seniority, wage administration, job evaluation, merit rating, vacation plans, insurance, hospitalization, profit sharing, advancement, leave of absence procedure, and retirement.

In the second group: inspirational material, awards—for length of service, suggestions, etc.—educational articles about safety, health, homemaking, government, finance and agriculture.

Group three may include all material of an entertaining nature: company personalities, humorous articles, poems, jokes, cartoons, puzzles, hobbies, sports, and other devices used to give your magazine a light touch.

Mr. Carriere is a graduate of Syracuse University, B.A., and Yale School of Fine Arts, M.F.A. Prior to becoming Public Relations Director of C. H. Masland and Sons, he did free lance writing and advertising, published a number of plays and spent several years teaching and lecturing. C. H. Masland and Sons was established in 1866. Their products, fine rugs and carpets, are nationally known.

The firm's employee house organ, *The Shuttle*, bears ample evidence of the fact that Albert Carriere, its editor, practices that which he advocates in the accompanying article.

These classifications are not rigid. Material often overlaps. Photographs, for example, may belong to one or more of the divisions. A bit of light poetry, even doggerel, may be far more helpful in building *esprit de corps* than a solemn editorial on loyalty. A safety article may be doubly effective because of its humor.

Creates Understanding

All of the things mentioned in the above groups are helpful in creating understanding. And wherever there is understanding between employer and employee, there is good public relations. In other words, the good industrial magazine should be an ideal internal public relations medium. If it isn't it should be carefully analyzed to determine its weaknesses. Perhaps the editor is not a creative-minded person; he may not have the ability to take various elements and weld them into a satisfactory *oneness*. Maybe the publication is carrying too much management propaganda (a rapier is more effective than a bludgeon).

The average employee reader is a fairly decent sort; he would much rather be tapped on the shoulder than socked over the head with a club.

Thus it is the function of the employee publication to develop an awareness on the part of workers that their company is conducting its affairs so as to serve *their* best interests. And that, I believe, is good public relations.

But nowadays an internal public relations program is not enough. The belief is growing stronger every day that a business organization has a moral and civic responsibility to the community of which

it is a part. Here again the company publication may be used with excellent results.

Good community relations require sincere effort. A firm must consider itself an integral part of its town—not just a business part, but a civic, social, cultural, and moral part. A fat contribution to the Community Chest is not enough. Management must encourage participation in community affairs by executives and employees.

Print articles in the employee publication about the local hospital. Get the Secretary of the Chamber of Commerce to write an occasional analysis of business conditions in town. Ask the local representative of the State Departments of Health, Home Economics, and Agriculture to do a series dealing with their respective interests. Recognize the religious elements in the community through a series on the churches, authored by the pastors. Write up the local Boy Scout troop. Ask the Superintendent of Education to write a school survey.

These things can produce amazing results. True, they are intangibles and their effectiveness cannot be measured in terms of dollars and cents. But there is ample evidence that such a program can create a tremendous amount of good will for an organization, at the community level.

American business needs good will and understanding; needs them desperately. The employee publication provides one tool to use in achieving them. How successful it may be depends upon how skillfully this tool is used as part of a vigorous and intelligent program of public relations.

"To bear up under loss, to fight the bitterness of defeat and the weakness of grief; to be a victor over anger; to smile when tears are close; to resist disease and evil men and base instincts; to hate hate and to love love; to go on when it would seem good to die; to seek ever the glory and the dream; to look up with unquenchable faith to something ever more about to be—these things any man can do, and so be great."

—ZANE GREY.

People **Vote Right** When They Have The **Facts Right**

The responsibility for an informed electorate rests squarely at the door of free competitive enterprise, believes Don Belding, national advertising agency executive.

By **DON BELDING**

Chairman of the Board, Foote, Cone & Belding, Los Angeles

THE TIME HAS COME in this country when public relations advertising is not only advisable—it's *essential*.

The reason is deep-rooted, basic, terrifying in its implications to free men.

There are afoot in the world today two basic philosophies of government.

The first is the concept that people are born to *serve the government*, the second that government's function is to *serve the people*.

Russia is the great exponent of the first, America of the second.

Let's explore the Russian viewpoint, as we have come to know it in this country.

Russia, we are told, is completely run by a politbureau of 11 men who, it is said, make all decisions and hold the power of life or death over all the people.

As far as we know, these 11 men operate through a single party, the Communist party, of around 4,500,000 men and women. This party is constantly purged. The remainder of some 170,000,000 people do exactly as they are told.

The operating philosophy of this government is the Marxist doctrine, which emphasizes the fact that a communist state cannot operate in a capitalistic world—that eventually one must go. The communists, believing this philosophy with religious fervor, have put steps into motion to see that communism is the surviving doctrine of government.

Their method is simple—either take over a country completely, control it through a puppet government or undermine it to impotence.

Consequently, in every country of the world, they are said to be at work with the avowed ultimate purpose of liquidating the capitalistic system and substituting the doctrine of communism.

If you doubt that Moscow dictates these things, read the *Daily Worker*.

As you know, organization is the forte of communism. The *cell structure* is their method. Where they can place their cells strategically, they operate through existing organizations. If not, they use a false front. At the moment the government printing office is printing for the Un-American Committee of the House, a book which contains the names of some 1,000 of these false front organizations. Every man in public relations should keep this book handy.

We've had a little experience with this type of thing in California. Below are the election results of three measures, defeated only after heavy counter-propaganda expenditures by the business interests:

1934 EPIC* (production for use—governors' campaign)

Merriam—457,755

Sinclair—405,331 (lost by only 52,424)

1938 Ham and Eggs (\$30 every Thursday—Initiative measure)

Yes—1,143,670

No—1,398,999 (lost by 255,999)

1939 Ham and Eggs (\$60 at 60—Initiative measure)

Yes—93,204

*End Poverty in California

No—1,993,557 (lost by 940,353 as our people became aroused at the possibility of war.)

The war interrupted their progress. Now they are picking it up where they left off in 1938.

All around us we can see their plan at work:

The feeling is being promoted that workers are *continually oppressed* by the business classes. Intimidation is being practiced in many ways.

Generalities overshadow simple truths. Logic is lost in a maze of theoretical poppycock. Confusion is rampant. When you talk to people in lower income levels you find a large majority who wonder if the American capitalistic system is really right. At best they are very perplexed.

Slowdowns, sitdowns, deliberate mass sick leave claims are coercing employers to give way to excessive demands. Within labor unions coercion is used to keep members from daring to oppose the decisions of radical leaders.

Business is not admitted to have a *good* side. Business men are all painted as profiteers, crooks, selfish capitalists who propose to gouge labor and the people. A cleavage between small and big business is being actively attempted.

Infiltration

But the worst of all is infiltration. There is plenty of evidence of it in labor. Infiltration is also evident in schools, churches and other groups. And you've probably noticed that the Un-American Committee of the House is pretty seriously concerned lately with the infiltration into many government departments and particularly within the Army and Navy.

A man high in government told me recently of his great alarm at the extent of this infiltration in government agencies. "It's so serious," he said, "that business, as we know it, is doomed if counter-measures are not immediately started and successfully carried out. To correct the dam-

age already done, a strong campaign of education must be used over a long period of time to be sure that the public has the proper story of free enterprise and the American Way of Life."

Let me make one thing clear:

The record shows that sound labor leadership despises this infiltration as much as business.

The perpetrators of revolt against the American system have, by their own admission, only one fear—Public Opinion and its effect at the polls and on Congress. On May 25, they got a little sample of what an aroused public opinion means in this otherwise slow-moving United States Government of checks and balances. That action will both confirm this fear of public opinion and intensify their efforts to influence it more strongly than in the past.

So here today in our country battle lines are drawn. The stake is our American Way of Life, and the actual survival of business. As never before in our history, the back of business is against the wall.

What, then, I ask, is business going to do about it?

One thing is certain. Business must fight now or probably die later because the forces against business are too strong to ignore. The question is how to fight.

Two things certainly must be done.

First we must admit that business itself has some well-considered house cleaning to do. Business men, to win this fight, must not only *seem right* to those who look in from the outside—they must *be right* within their own minds and organizations.

That means that the 5 per cent of businessmen who have the wrong attitude toward human rights, toward the dignity of man, toward the power of public opinion, and toward progress must set their sights realistically to changed conditions or else they are apt to pull the whole business structure down with them. Again let me emphasize:

In the battle ahead business cannot

sustain a reactionary millstone around its neck.

The second thing to do is tell the facts about business and its value to the American people.

Business is *trying* to do something about the influencing of public opinion, but the effort is as decentralized as the opposition is centralized. The Brand Names Research Foundation, U.S. Chamber of Commerce, the N.A.M., the N.I.C., Pacific Advertising Association, Better Business Bureaus and some others are all doing work of this type but to unite them into one organization would in my opinion be an utter impossibility. They also have another disadvantage. In spite of all they are doing, they are not doing enough, even collectively, on public opinion to be sure that this battle can be won.

Too, the Advertising Council is doing a splendid and amazing job in unselfishly putting business and the advertising industry at the disposal of the public interest. This reflects great credit to business and must be continued. Some feel that this effort is ample to protect business from the forces I have mentioned. I do not share this view.

Not Enough

My contention is that the leading businesses of America will have to go much farther and assume the responsibility of explaining American Business and our way of life to the American people. My proposal is that leading advertisers "tithe" at least 10 per cent of their advertising appropriations for this purpose. This plan answers two questions any businessman will ask:

How much should I invest?

Must I appropriate extra money?

The answers:—Invest 10 per cent of present appropriations—appropriate *no* extra money.

Now let's look around for a business which is already "tithing" its appropriations and see what the results have been. We have one in California—a good "test

campaign," I believe, from which we can draw conclusions.

Ever since his experience as head of the Iron and Steel Division of the War Production Board, Reese H. Taylor, president of Union Oil Company of California, has been seriously concerned about the future of business. Experience taught him first hand that the propagandizing and infiltration efforts of the left wing anti-business program are so serious that business likewise must tell its true story to the public.

Mr. Taylor felt that rather than wait for associations or committees to agree on a program, his company should go ahead and make a contribution. This was in 1943.

How It Worked

A series of full page ads was decided upon to run in newspapers throughout the territory in which the company operates, and in a few selected national magazines. The campaign has been confined to a discussion of the American corporation:

- 1) What it is—multiple ownership.
- 2) Why in some cases it has to be big.
- 3) Where its profits go.
- 4) How competition keeps it efficient.
- 5) How it has contributed to the high American standard of living and fighting.

These advertisements have appeared at regular intervals for the past three years.

The campaign has attracted thousands of fan letters, 95 per cent of which are favorable and come from all classes of people. Five per cent are vehemently unfavorable, and clearly come from left-wing sympathizers who fear the propaganda effect of this campaign.

The campaign has generated a very large amount of favorable editorial comment in newspapers all over the country, and in national magazines.

Several colleges, including Harvard, are using the series regularly as text material in economic courses.

The Associated Business Papers have sponsored a series of articles and lectures

around the country based on the material in this campaign.

All of this response has been spontaneous.

The ads have also turned out to be one of the best sales campaigns which Union Oil has ever run. In addition, the campaign has been directly responsible in assisting the company with leasing contracts.

Within its own organization, the company has found the campaign a very good morale builder. The company polled its own people, even including field workers, and got unanimously favorable reaction.

What Makes It Tick

Now let's analyze the Union Oil Company's campaign and see what makes it tick for business and the American Way of Life.

1) First, Mr. Taylor had the guts to start the program and stand by it. That is a *first* consideration. There will be no room for business cowards in the decade just ahead.

2) He was sure at all times that he was right in his narration and conclusions. This was accomplished by talking about what he knew best, *his own company, or the industry in which he is engaged*. In the battle ahead we can take no chance with half truths. The facts must be *correct beyond question*.

3) He stuck to the point and didn't wander off into some irrelevant matter just because someone came up with an idea. In his sum-up line, "America's *Fifth Freedom is Free Enterprise*" he buttoned the whole campaign up into a central purpose. Any widespread campaign should have a central theme. If anyone has a better line, let him advance it.

4) He used space large enough to get the campaign over, and he kept at it long enough to make a deep impression.

So here is my nine-point conclusion on this subject as laid down in New York last month before the annual meeting of the

American Association of Advertising Agencies:

The Nine Points

First—If a business needs to do any house cleaning to *be* right as well as seem right—that should be done forthwith.

Second—Businessmen must take a more active interest in the personnel and affairs of their government *before* the fact rather than merely complaining about conditions *after* the fact.

Third—The leading advertisers of America—because they have in their hands the greatest weapon for education in the world, *should accept the responsibility* of explaining American business to the American people so that our American Way of Life and American business itself may be preserved.

Fourth—To get sufficient funds for this purpose, business should consider the idea of "tithing" its advertising appropriations, diverting 10 per cent to this business preserving campaign and 90 per cent to product.

Fifth—Each company should do its campaign in its own way, through its own agency, *using facts which cannot be challenged*.

Sixth—The campaigns should be continued long enough to be sure that our system is secure.

Seventh—To make these campaigns more effective, the salesmen of America should be sold on the idea of "tithing" 10 per cent of *their business time* in selling and explaining the American Way and their companies' public information campaigns to every element of the distributing system. Every stockholder and property owner should do the same. That is the sales cooperative feature.

Eighth—A copy of every ad run by every company that embraces this plan should be sent direct to *every Senator and Congressman* and the head of every important department in Washington. That is the merchandising feature.

Ninth—Support of the Advertising

(Please turn to page 30)

Always Busy; Always With People

By FRANK N. McINERNEY
Free Lance Writer, San Francisco

DEPENDING ON THE TIME of day and your own latitude and longitude, you may run into a counselor on San Francisco's Montgomery Street who has just had breakfast with Don Belding, a space buyer who just heard Don Belding speak at a Park Avenue luncheon, or an advertising manager who just talked with Don Belding at a banquet in Los Angeles.

It's difficult to figure out how Don Belding manages to cover so much ground. He is currently the only major partner in a national agency who makes his headquarters on the West Coast. He is Chairman of the Board of Foote, Cone & Belding, largest advertising agency on the West Coast, one of the top five in the world. He served as president of the Pacific Advertising Association for two years, a term notable for the Belding-conceived Advancement of Business program. He is, among other things, the active Pacific Coast Director of the Advertising Council, and Director and Chairman of the Public Relations Committee of the Merchants and Manufacturers Association of Los Angeles. In his various jobs, he covers almost as much ground as his favorite Lockheed Constellations.

His "Leadership" Idea

Which brings up a correlative point. While other aircraft companies were advertising only in trade magazines, Belding suggested that Lockheed try full-page, full-color consumer magazine ads. Lockheed followed his suggestion and today Belding can show you the results of authoritative surveys proving that the public really does "Look to Lockheed for Leadership."

Belding's "Assumption of Leadership" idea is no longer a theory, but a sales-zooming practice. He got his first big

chance to prove it at Lord & Thomas with the Jell-well account. He told that company, "If you want people to believe you're a leader, why not act like one? Instead of using two-inch ads, why not take a full-color ad in the *American Weekly*?" Jell-well tried his Leadership idea, as so many have since, and sales curves swung sharply upward.

Originates "76"

Some years ago, Union Oil Company researchers handed their sales department a new high-octane gasoline they had developed. The sales department turned the merchandising problem over to Belding. First he suggested a two-numeral or two-letter device as a name. The reason: it could be identified by a motorist going 60 miles an hour far enough ahead to enable him to stop his car. This grew into "76." Then he wrote a series of ads explaining high-octane gasoline in lay terms. And then to high-spot the name on the highway and give it animation, he came forth with the now-famous huge orange and blue "76" banners. Motorists could see them waving blocks before they neared a Union Oil station. Already sold through copy, Belding's banners showed motorists where they could actually buy the new gasoline.

Belding was born January 23, 1898, in Grants Pass, Oregon. He worked part time all through high school, was graduated as president of his class. At the University of Oregon, he supported himself by washing dishes three times a day, and serving as relief telegraph operator in the Western Union office. Between times, he managed to run the mile and two-mile for the track team and study enough to get top grades.

Returning to the University of Oregon from World War I, he finished his educa-

tion and landed a job as manager of the Western Union office in Klamath Falls, Oregon, where, very shortly, he managed to triple its business. Then, offered a chance to take over a weak weekly newspaper in Klamath Falls, he snapped it up, changed the paper to a daily, put on a highly successful subscription campaign, brought in profitable advertising and built up a sizeable bank account. Then the bank failed. And when all the Oregon loggers called their great strike in 1922, Belding figured there was a hex on the country and headed for California with what remained of his shirt.

A few more months as a telegrapher and then his lungs began to act up from a war gas injury. The doctors gave him four months to live, but Belding disagreed with them. A year later, the doctors told him he was cured, but should forever after take care of himself.

Start of Career

Don Belding began his present successful advertising career as an office boy in Lord & Thomas' Los Angeles office for a salary of nothing-a-week. Nothing-for-four-months, for that matter. Because of the doctors' warning, he worked only half-days, spending his afternoons outdoors. And he made good use of those afternoons. He walked from store to store in Los Angeles asking wholesalers, retailers and customers what they thought of products advertised by his firm. The idea of an advertising man checking up on sales of his clients' products was a revolutionary one in 1923. Belding was able to tell his employers things they never realized about their own displays, advertising trends and consumer reactions. Lord & Thomas executives, in turn, decided that they needed the young man on the Lord & Thomas payroll. And there he remained, rising to the position of executive vice president and manager, which title he held at the time the firm of Lord &

Thomas was dissolved and Foote, Cone & Belding was formed.

Don Belding is always busy, always with people, working out ideas of his own, helping others work out their ideas. He is unassuming, democratic, energetic. Other agency men respect him for his honesty and business ethics. One prospective client was amazed to hear five different agency men tell him, "When Don Belding is offered an account he can't take, he offers it to my agency." They meant it.

"Barnyard Sessions"

Before the war, when there was a new account, or a presentation or a major campaign in the making, Belding called for one of his famous week-end "barnyard sessions." All personnel involved and a few others not involved at all were invited to some California playground for the week-end. Saturday and Sunday mornings they swam, played tennis or whatever suited their fancy. Afternoons and nights they batted the problem around as long as ideas came forth. And plenty did. Now, after the war, he is reviving the "barnyard" again.

The management of Foote, Cone & Belding has few secrets from its employees. The three partners confer several times a year. Returning from such a conference, Belding calls in the employees of his western offices and proceeds to tell them all the inside details of what's going on in the inner sanctum of the firm. Such revelations prove particularly startling to newly-arrived office boys and stenographers who previously thought that Board Meetings were for the gods alone.

As head of the largest national advertising agency in the expanding West today, Don Belding is now in a position to hire office boys. But he pays them a salary. After all, the kid sorting mail, delivering proofs and running errands may be another Don Belding.

THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

Medics Turn to Public Relations

At the San Francisco convention of the American Medical Association (July 3) delegates approved the creation of a public relations division. The California delegation (which has, for many years, spearheaded the drive for outside public relations counsel) heralded the move as one of far-reaching importance to the profession. "It is about time we stopped telling the public how they will get bad medicine and tell them how they can get good medicine," is the way their spokesman puts it.

Under the new setup outside public relations counsel will be employed to build and guide the program. An independent internal p.r. staff will be created under the direction of the association's general manager.

This move will be watched with interest by all in public relations. A decade ago it would not have come to pass; doctors then looked upon public relations as something foreign to their interests, a device that might be approved for industrialists but not an ethical procedure for the profession. Necessity—pressures of many kinds—is causing many groups and individuals to reappraise their evaluation of public relations; to discover that—properly conceived and conducted—public relations is an essential part of good management, professional, industrial or otherwise.

One Group Not Yet Informed

The "Fourth Estate," at least that segment bearing the title of *Editor*, seems unaware of the fact that public relations has travelled a long way upward in the past decade or two. True enough, several newspaper groups have established public relations departments at the management level; have developed sound, long

range programs. On the other hand scarcely a day passes but that we read in the news and editorial columns of the nation's press references to "public relations men," "the public relations profession," and "public relations activities" which reveal a sad lack of information about what actually is taking place in the field.

One recent example appeared in the *American Weekly*, June 9, under the caption, "Ballyhoo Beauties." The subhead adds: "Something has been added to the public relations profession . . ." The article proceeds with a description of blatant press agency . . . all under the label "Public Relations." Just another indication of the need of public relations for public relations.

Union Leadership

In the current issue of *The Management Review* there appears an interesting and informative article presenting an analysis of union leadership. Facts revealed therein indicate that the appellation "foreign born agitators" is not well-founded. Eighty-three per cent of the AFL and CIO combined leadership is American-born. The average trade union leader is 46 years old. Most AFL leaders are between 45 and 70; those of CIO are between 30 and 45.

About 60 per cent of union leaders come from laboring families; of these, the bulk are skilled labor. Sixteen per cent from farming families; 14 per cent from families owning small businesses.

Educational attainments are quite high: 22 per cent went to college, 41 per cent completed high school; 36 per cent, grammar school. CIO leaders, on the average, have more formal education than AFL men.

The concluding comment in the article

is significant: "... the CIO has offered young men of working-class parents a shorter road to positions of power than has any other organization, except the Armed Forces, during the past decade."

Contributions

An editorial in *Advertising Age* discusses the current series of public service advertisements of H. J. Heinz Co., of Canada and states that advertising in the public good should never be charged to the regular advertising budget but should come out of contributions. The ads, released in both Canada and United States, tell why Americans must save food to help others. They carry only the signature of the company president. None of Heinz' 57 varieties is mentioned.

This poses a question of wide interest to public relations people. "How should public relations (or public service) advertising be charged?" Is it not true that a considerable number of firms have found that p.r. advertising pays off clear across the board—in both good will and increased product acceptance?

Advertising Not a Racket

"Advertising is not a racket even though a great many lay people think it is. A great many consumers *must* think it is a racket. Otherwise they would not seek the truth through other channels."

The foregoing are the words of Mr. H. K. Reynolds, Vice President of Foote, Cone and Belding, excerpted from an article authored by him in *Printer's Ink*, July 5.

Mr. Reynolds' article is a challenging, provocative piece and should be studied by every public relations person. Under the title, "There Is Something Terribly Wrong with Advertising," Mr. Reynolds says that he believes this criticism applies to *most* advertising and not to the minority in our midst. He believes that there is a shortage of simple honesty in today's advertising copy, that there is bad taste in radio commercials, dishon-

esty, half-truths. He goes on to illustrate his points with disturbing frankness. Says that "until every advertising man realizes that his most important job is to persuade the advertiser to *come clean with his customers*, advertising will make little progress in selling itself to the public.

Just to prove that all advertising is not bad, Mr. Reynolds concludes his article with examples of what he terms "great advertising." His article, which in fact was a talk before the staff of his San Francisco office, ends with these words, "Good selling ideas are hard to come by, and good, honest advertising copy is not easy to write. It took me fifteen years to become articulate on the concept I have discussed today, but once you find the way it is amazing how much more interesting your job becomes, and how much better you sleep at night."

Selling Free Enterprise

The conventions of the National Industrial Advertisers' Association and the Association of National Advertisers were alike in their dominant theme. The theme thread woven throughout the warp and woof of these two conventions concerns the public and employee attitude toward American business. Speaker followed speaker, each emphasizing the need for advertising to "sell" the American economic system; for advertising to accept this responsibility as its chief job today.

Why Profit-Sharing Plans Fail

Of 161 true profit-sharing plans surveyed by The Conference Board 60% were found to have been abandoned for one reason or another. An analysis for the reasons for failure appears in The Conference Board's *Management Record*. The principle reason for their failure appears to point to a failure public-relations-wise in that the majority of plans have been abandoned largely because of the employees' lack of understanding and their inability to comprehend the influence of the business cycle upon profits.

A profit-sharing plan apparently works fairly well as long as the company prospers, but dissatisfaction arises when profits diminish or disappear.

Another reason for employees' dissatisfaction was their unwillingness to accept the principles of profit-sharing, even though they shared only in the gains and not in the losses. Where plans have succeeded, one factor is outstanding: Employees were thoroughly informed prior to the adoption of the plan and are continuously informed regarding all matters affecting the plan.

Employee Publicity

House organs, which carry personal items or publicity stories about employees, constantly run the risk of overplaying certain individuals while overlooking others. The McBee Company, Athens, Ohio, has set up a control for measuring employee publicity in its plant magazine, *McBee Progress*. Analysis of six issues indicated that of 466 employees only 189 had been mentioned. The company now uses a card index system to eliminate the silent treatment for some employees while others "make the news."

Complete and Fortright

The annual report of Imperial Oil, Limited, Canada, is deserving of commendation. Not only is it beautifully printed and profusely illustrated but its text is forthright and complete, written in easily understood terms, informing stockholders and employees about all of the company's activities. In addition to the usual material contained in annual reports this report discusses employee thrift and benefit plans, retirement plans, prospects of reducing the work week, re-employment of veterans, opportunities for increased employment and other matters.

The Public Is Interested

A prominent fire insurance company executive recently said: "If we discuss

what we do constructively and modestly, year in and year out in the natural ways open to our use, and if we continue our honest, fair and open dealing with the public, and constantly subject our own practices and customs to rigid, realistic examination and improvement with the public interest always paramount in our minds, then we will have gone a long way toward making the public's new interest in us a friendly, cooperative and neighborly interest."

What this executive has said is a concise summation of the whole broad field of public relations. It is sound advice for all business.

Steel in the War

Another book documenting the war history of an American business is currently being distributed by United States Steel Corporation. Titled, "Steel in the War," the 164-page volume tells, with text and photographs, of the industrial feats performed by United States Steel Corporation and the steel industry, operating under the American system of free private enterprise, in the greatest war of all time. It is an interesting account of how a basic peacetime industry served the nation in World War II.

At the Community Level

On the last Saturday of every month there appears in the newspapers in Elgin, Illinois, an advertisement of the Illinois Watch Case Company. Each advertisement, one in a series, places emphasis upon the community responsibility of the Illinois Watch Case Company, pledges company resources to providing steady employment for townspeople, contributing to the prosperity of other local enterprises through the medium of its payroll, and encouraging civic advancement by the community.

One of the advertisements carries photographs of company officers, introducing them to the community as "neighbors" and men charged with the respon-

sibility of keeping the enterprise in tune with the community and its requirements.

A Public Relations Piece

Seeking to forestall racketeers and gypsters who, following World War I, preyed upon the families of servicemen who met death overseas, the National Selected Morticians, Inc., have published a booklet titled "Return of Our Gold Star Heroes." The booklet, an informational piece, presenting facts for Gold Star families, is being widely distributed by the N.S.M. through newspapers, radio stations, churches, trade papers, news magazines, veterans' and service organizations, and the general public. It was prepared under the guidance of Theodore R. Sills, Chicago public relations counsel.

Friendliness Most Important

Dr. Donald A. Laird speaking before the State Association of Small Loan Representatives at Cincinnati on the subject. "Basic Human Relations for Better Public Relations," provided his listeners with a group of "vitamins" for good human relations. He sets them down as follows: "A," Ask Questions; "B," Be Brief; "C," Confident Manner; "D," Directness; "E," Earnestness; "F," Friendliness.

Dr. Laird considers "Friendliness" the most important. He says, "What we hand out to the world, we get back from the world. A friendly manner breeds cordiality in others. You can't buy cooperation, but you can win it." He adds that he considers "B" (Be Brief), to be the most neglected; commenting that the "ability to keep one's mouth shut" is an important attribute in human relations.

Employee Publications

A new book in the McGraw-Hill Industrial Organization and Management Series is deserving of a place in the library of public relations people charged

with the responsibility of employee publications. "The Successful Employee Publication" by Paul F. Biklen and Robert D. Breth, formerly Director and Assistant Director, respectively, of Public Relations, Kaiser Cargo, Inc., is a plain and concise manual covering nearly all aspects of house organ publication. It gives sound practical pointers, such as what should be expected of a publication and the editor; necessary staff; determining size, style, etc.; how to stimulate employee interest; and numerous other factors of interest to both management and the editorial staff of employee publications.

The Public Relations of Colleges

Some individuals are highly critical of colleges and universities because of their apparent unwillingness to extend themselves to meet the expanded veteran need. They point out that the physical facilities of most universities are actually in use for but a portion of the day; that intensive around-the-clock use of these facilities would spread them to a much wider extent. New York University has been cited as an example of one institution which has morning, afternoon and evening sessions. This technique, these critics aver, would automatically stretch the capacity of our intellectual citadels and provide learning on a mass production basis. The academic mind, however, seems to be having difficulty in adjusting itself to the implications of the veteran boom. It prefers to continue "business as usual," doing little more than acquiring some temporary classroom space and housing.

Whether this criticism is just or not is beside the point. It is criticism which is extant, and therein lies the public relations challenge for colleges and universities. The public should be informed—fully and authoritatively—about the entire veteran educational program.

THE IMPORTANCE OF EVALUATION

By WIN NATHANSON

President, Win Nathanson & Associates, Inc., New York City

PUBLIC RELATIONS TODAY is a practical business science; practiced by executives who function either as directors or department heads in commercial, industrial or educational institutions or as consultants and counselors.

Today the average business man in particular and the public in general have a better understanding of public relations—its fundamental techniques and concepts—than they did in the between-war years. Furthermore, the business firm, industry, trade association or institution is more intent on ascertaining what value it receives from its investment in public relations. It wants that information in *precise, specific and meaningful* terms.

There is a tendency to forget that gobbledegook exists in independent business as well as in government. It is neither desirable nor effective to give a client a statement couched in nebulous terms and garnished with far-fetched claims. Candor is of the essence; candor between the public relations man and the party he works for, between labor and management, producer and consumer, and an industry and any one of a number of publics from which it seeks support. It is the basis for mutual confidence and goodwill.

The individual or organization that employs public relations talent deserves and should demand a blueprint offering

an orderly schedule of operations leading to a precise objective. The blueprint should be subjected to the client's scrutiny at strategic intervals. This process is the logical outcome of any intelligently conceived and effectively operated public relations program.

Unless we recognize this fact, we in the public relations craft face the incongruous situation of needing a public relations program to "sell" ourselves to American business.

To cite an example:

Mr. Smith is a manufacturer who is to introduce a new mass market commodity in an intensely competitive field. Mr. Smith's public relations director, Mr. Jones, is momentarily preoccupied with a long-range program of institutional public relations. Mr. Jones suggests that a consultant be retained to assist in coping with the merchandising aspects of Smith's new product.

Smith approaches Mr. Green, a consultant who has been soliciting the Smith account for sometime. One might think that Green would leap at the chance to sign up this desired account. But he doesn't. Instead he says: "I'd like to work with you but I don't know much about your product. I do know public opinion, selling, policy making and administration. I can make a study of your plans and give you a detailed program showing how I would tackle the job. I'll charge you a fee and set a deadline for making a preliminary survey and a presentation. If you like the plan and the way I operate, you can tell me to go ahead along the lines that I recommend."

Smith agrees. Green thereupon embarks on an intensive study of the company, the industry, the product, related industries, and the means by which Smith's product should be introduced. He

To declare that public relations is a practical business science is one thing but to convince those who employ the services of public relations directors and consultants that this is true is a horse of a different color. Win Nathanson, who heads his own public relations counseling firm in New York, serving a number of important clients, reveals in the accompanying article his approach to this problem. Being a problem common to all in public relations, Mr. Nathanson's comments will prove of exceptional interest.

reckons up the extent to which he will serve as father-confessor, intelligence operative, ambassador of goodwill, buffer against hostile attacks and trouble shooter for his client. He examines the activities of Jones, of Smith's advertising director and the advertising agency which has the Smith account. He appraises relationships between the Smith company and government agencies, Smith and his employees, Smith and his suppliers of raw materials, Smith and the export market. He learns about the likes and dislikes—and peculiar problems—of Smith's dealers and distributors, and the preferences of the national consuming market.

Having gathered the mass of data and digested it, Green proceeds toward his first big obstacle—the preparation of a presentation evaluating the job to be done, the techniques to be employed and the results that can be anticipated.

With this preliminary assignment completed, Green wins Smith's acceptance of the program; he gets the green light and swings into action. Then comes the implementation (to use a Federalese expression) of Green's policies as endorsed by Smith. The actual job is underway.

Progress Reports

At regular intervals in the course of this operation, Green maintains the confidence Smith has manifested in him, by submitting concise progress reports. These reports describe what has been and is being done, how successful these steps are, and what deviations, if any, are necessary from the original plans. A public relations policy must be sufficiently flexible to meet rapidly changing conditions, especially in these uncertain times.

One might think that the advice of the Delphic oracle—"Know thyself"—would be the sole precept by which Green lives and toils. But that is only half the answer. "Know thy client," is equally important. In this instance, Smith (the client) is primarily interested in merchandising. Progress reports therefore bear evidence of results pointing to this objective.

Green's constant awareness of this fact enhances Smith's confidence in him. Smith is reassured regularly that he is being kept well informed about a vital phase of his firm's activities.

At the same time Green maintains close liaison with Jones and other members of Smith's team to ensure the application of public relations policy in publicity, promotion, advertising and direct sale negotiations. The policy is emphasized in every channel of communication reaching the numerous publics or areas of influence in which the company operates. And the specific accomplishments resulting from the use of every medium are painstakingly outlined in progress reports for Smith's information. He receives in substance a detailed log, a record of every step taken in the course of the campaign, and the reasons for such action.

The final report—the summing up—is perhaps the most important. Although Green is winding up his activities he must evaluate the extent to which his and others' efforts have produced the desired results. He must make recommendations as to the future maintenance and extension of the policy he has shaped. He should be readily accessible to Jones concerning "follow through" activities which fall within Jones' province. Such cooperation is mandatory. It furthers the confidence and goodwill which Green has acquired for himself; and the finishing touches of a job, minor though the details may be, frequently determine whether Green will be called in at a later date to cope with new problems of a specialized nature.

A Stimulating Challenge

Improving the standards and methods by which we measure the professional services we render therefore constitute a stimulating challenge. Still another stimulant is the postwar emergence of a plethora of newly-established public relations firms in Washington, New York, Chicago and other key cities. At the same

(Please turn to page 38)

Why They Join *Movements*

By BEN S. TRYNIN

Research Editor, American Council on Public Relations

IN A PREVIOUS ARTICLE we attempted to analyze the basic reasons for public acceptance of ideas, notions, reported "facts," etc. (*The Public Relations Journal*, June, 1946).

Opinion-acceptance by individuals, thinking and acting as individuals, is a harmless pastime. It is bound to have only an imperceptible effect on the life of the community. Individuals acting alone do not get very far.

Public-relations men may become more concerned when a certain opinion attains a group-acceptance. Men, acting in groups, are likely to go places and do anything.

A man convinced that the moon is made of green cheese may be a delightful idiot. When he organizes a group-movement to destroy the domestic dairy industry and launch rocket planes to deliver cheese from the moon, he becomes a serious menace to the community. Hitler, mumbling into his beer glass in a Munich cafe, meant nothing. When he ranted his dogma to a crowded beerhall and marched to a "putsch," he meant something more than nothing (as we discovered ultimately).

Why do men create movements? Or join them?

A friend of mine, who passed through the Bolshevik revolution (to use a misstatement of fact, for the Bolsheviks created no uprising of their own in 1917) told me this: "The movement was led by a fanatic, followed by four believers, and five knaves." Be it as it may, that has been a common description phrased by not a few observers of recent movements launched in some European countries, and in some sections of our own.

However, a certain student of American social phenomena—Charles W. Fer-

guson—has investigated this general subject with a degree of thoroughness. His book, *Fifty Million Brothers*, (Farrar and Reinhart, New York) presents a fairly complete picture of the evolution of group-movements in this country. It is worth the reading by any public-relations man who wishes to keep informed on the various media available to his approach.

According to this student, men start, or join, movements mainly because they are lonely, and seek companionship with likeminded men who are lonely. The rest follows as a matter of course.

The lone thinker is a lost soul. Joining a movement, he finds that such movements "have given the compulsion of religious faith, and at times of fanaticism, to ethics and attitudes which otherwise would have remained lifeless."

A lone man kneeling before a totem pole is a crackpot. Kneeling in the company of a hundred other men, the pole becomes a deity and the man becomes a humble pastor or worshipper of an accepted creed.

Many do not yearn to lead, but only to follow. They must find an outlet for their innate loyalties. For such social craving, and for such satisfaction of the inborn herd-instinct, the group-movement fills a need.

Ideologies come second. Gregariousness comes first.

I remember a CIO meeting in pre-war Washington, D. C. Those who attended were young federal employees, young men and women. I came to see why these people joined a labor union since—in those pre-war days—government unions recognized their inability to strike; and, without the right to strike, of what benefit was a labor union to them?

My answer came as soon as I entered the brilliantly lit room in back of the radical bookstore. I found a hundred young men and women gathered there, utterly relaxed and engaged in smiling chatter. All of them were lonely young people—away from home. They came here to spend an evening in glad release from suffocatingly hot bedrooms, flats and semi-apartments. They were in the mixed company of both sexes, able to exchange frivolities in a comradely spirit.

Emphasis on Recreation

Uncle Sam, their common employer—who sought so strenuously to urge a pleasant working environment in private industry—provided no facilities for recreation or other diversion among his own employees stranded on that marshland on the Potomac. The city people offered night clubs and dancing parlors, but these serious-minded civil-service folk cared for none of it.

Some important matters were discussed at that labor union meeting—a steamboat excursion to Mt. Vernon, a baseball game next Sunday in Greenbelt, Virginia.

Before the meeting came to a happy close, a gaunt fellow raised his hand “for the floor.” He had a committee report to read. He was given attention.

The report dealt with a visit made to a Treasury supervisor who had ignored stubbornly a subordinate’s gripe. “We laid down the law to him,” quavered the committeeman, “and we made him come to terms!” Waving his paper in the air, he looked like Moses come to rescue an oppressed people.

The oppressed civil-service workers sighed in deep relief. In this encounter with arrogant authority, their pride had been appeased. Here and there, a faint smile broke out, and then applause. Social justice enjoyed a triumph, and it was good for them to hear.

But it was only a fleeting episode, for it seemed forgotten a moment later. Like

a last-minute sermon preached to a congregation of Christian Endeavor youngsters who came primarily to frolic.

They arose from their chairs, bounced out of the meeting room, and rollicked down the stairs in gay easy chatter about next Sunday’s picnic.

I attended that picnic, accompanied by one of Harry Bridges’ ablest young assistants. True, on that day, I managed to lose a wristwatch and bust a shoe string, for I batted out a two-bagger and was caught stealing third. But I found some new and delightful acquaintances. A few of them were departmental employees whom I could never meet through official channels. Their loyal cooperativeness, in later weeks, helped me by-pass many troublesome bottlenecks which would never have been surmounted otherwise.

That day, on the baseball field, I learned that a baseball bat, and a picnic pail, were the best tools for teamwork ever devised. We revelled in comradely spirit. My friend remarked to me: “That is the true CIO spirit.” You see?

The “Gang Spirit”

I failed to hear a single word of CIO ideology but I saw plenty of good companionship—that good old “gang spirit” which simian anthropoids have enjoyed since the beginning of time in the jungle.

I have seen that same spirit at Harvard Club meetings, and at banquets of the Chamber of Commerce, and the Merchants and Manufacturers Association, and the National Association of Manufacturers. I remember well that the old medieval clerics sang that same song: “*quamquam jucundum, habitare fratres in uno*—” (How delightful to see the brethren together).

That, I believe (and Ferguson agrees) is the primary spirit of those who join movements. Sidney Allport, the social psychologist, has added the fact—in the case of labor unions—that a defense mechanism is provided for the worker’s

feeling of inferiority. Or, as McMurtry (the Chicago industrial psychologist) put it: "It creates a sense of belonging."

The group-movement is, first, the expression of a desire to join a group, and, second, an expression of something that suffices to pass for a justifiable creed. But the group-longing comes first.

A Tool For Good or Evil

Group-longing may become a powerful tool in the hands of those who are wise enough to use it properly. Or in the hands of those adroit ones who often seek to use it improperly.

In ancient Greece, Ferguson tells us, there were secret groups who claimed a political monopoly. Only one politician—Aristides—won political office in Athens without aid of a secret society. (Those societies were cunningly contrived, plunging their novitiates into such embarrassing situations that none would ever dare to betray his fellows.)

College frats often practice their hazing ceremonies in similar manner. However, they have seldom approached those primitive rites practiced in darkest Africa. There, front teeth were completely knocked out and beards tugged to tatters. A certain African lodge—which had a long string of "degrees"—demanded about \$5000 in gold and a climbing process of some fifteen years from a savage member who wished to attain the top-most rank. Money didn't come easily to those Egbo savages at any time. But they felt the game was worth it.

You see—there is a certain prestige in group-membership, and an ultimate feeling of "social security." No man is lost in the midst of fellow-men tied to him by a common allegiance. It removes the chaos and anarchy from lone, individual existence.

Such feeling of "social security" has characterized many of our American group-movements, Ferguson claims, pointing to the insurance privileges offered by many fraternal lodges. Others

have pointed out that the Klan movement was aimed to seek protection from encroaching competition of "foreigners," and that the Communist movements preached a safety-first Utopia of comradely economics. The goal is ever the same—the protection of the lone individual from his sense of frustration. He is protected because he is not alone.

The craving for such social protection is so strong, according to Ferguson, that it has lent itself easily to abuse. He devotes a chapter to the phony memberships sold to various "underprivileged minorities" in the Bronx section of New York, and other areas, in recent years.

Recounting the historic origins of the more important American group-movements, he dwells at length on their varying purposes developed at different times—purposes differing from those conceived as the reason for their creation. For example, the Freemasons. Masonic lodges were not founded to promote the American Revolution. Some were discovered to exist in England about 900 years before. But, in the 1760s, these lodges became the hotbed of the American revolutionary spirit. Ben Franklin, George Washington and Paul Revere were members. The movement came first; the creeds varied afterwards.

Group Loyalties

Group-loyalties have followed brave explorers and God-fearing bishops to the end of the earth and their lives. Admiral Peary, discovering the Pole, planted the American flag, and then the DKE pennant beneath it. Bishop Huntington, dying, uttered, "Next to God, I love dear old Psi U—" (nor did he mean this sacreligiously!) College fraternities are a world force—I remember the famous Harvard Club was made famous by Thayer in Singapore!

Drinking societies are old; as old as the tribe of drinking men. But anti-drink associations are ancient, too. A temperance club was found in Germany in the

1600s, founded by the Duke of Hesse.

German temperance was rather interesting: The rules of the Club permitted a knight to drink only "seven goblets of wine at a meal" and he was enjoined to do this "not more than twice a day."

Group-movements have never been without their factional squabbles. Fractional splits are as ancient as the tribes of man.

During the Civil War—states Ferguson—a group of government clerks met in a singing club and formed the Knights of Pythias (named after a contemporary play). The movement grew overnight and was cleft asunder by a factional squabble which threatened to dethrone the man who founded it. (Apparently, some "joiners" prefer to become "leaders" themselves, after a while.)

Other important movements sprang from lowly beginnings, in much the same manner. Sorosis—a nationwide woman's club movement—was born when a few New York newspaper women were not invited to a dinner given by the Press Club of New York to Charles Dickens

on his lecture tour in 1868. Rotary was formed in 1905 by a Chicago lawyer who was lonely and felt that a luncheon club could cheer other lonely men.

Then there are those Black Legions and other shirt movements. The roster of movements—good, bad and indifferent—could fill the pages of encyclopedias.

Altogether, they form an integral part of our American life, as they do in other countries. Man does not live alone—if he can find others to live, think and act with him.

These groups form an important channel for the molding of public opinion. Their accepted creeds hold the force of "unwritten law." They provide a forum for the reception of ideas if the alert public-relations practitioner should make an effort to reach them. Despite the official character of their creeds, they are always amenable to the prevailing tempo of American thought, since their members are flesh-and-blood people who share the homes, lives, and conversation of all the rest of us.

People Vote Right When They Have the Facts Right

(Continued from page 18)

Council, Brand Names Research Foundation, Pacific Advertising Association, and other organizations doing good work should be continued. This is *additional* effort to win the goal.

Since this plan was proposed, I have received hundreds of letters endorsing it and already several companies are exploring the idea.

So we hope that business in public information campaigns will do its part in preserving this system which has brought us the highest attainment of individual freedom known to man.

Actually, the people are hungry for honest information. Southern Pacific

proved this point in its wartime advertising and is proving it today. So have Union Oil Company, Safeway, General Motors, General Electric and many other companies who have had the courage to speak their piece.

In our country the people generally vote right if they have the facts right. The responsibility of all of us, therefore, is to see that the people get the facts—the right facts about business and the American system of Free Enterprise.

If we do that, the undermining and determination of Moscow will remain a challenge, but never a threat.

Sometimes You Can't See The Trees for the Forest

By FREDERICK BOWES, JR.

Manager, Advertising & Public Relations, Pitney-Bowes, Inc., Stamford, Conn.

ONE OF OUR SALESMEN—who practices fine public relations in his own field without realizing it—asked me the other day: “Just what is this ‘public relations’ anyway—and how come Pitney-Bowes now makes so much of it?”

I suspected he thought it was a fancy postwar name for what he had always known as “publicity.” And, while we have a national sales organization as highly appreciative of good publicity as any, I also suspected that he and others in the company figured maybe that was enough—and why gild the lily?

I underestimated him, though. He knew there was more to it than that. He guessed it was more than a flock of press releases and previews and the occasional smart publicity “stunt.”

He had sensed it had something to do with a new kind of public, a new kind of company responsibility to that public, and maybe a new way of creating, pre-judging and measuring company policy as well.

When I told him that our top public relations official was not myself, but the company president, he was sure of it.

He sensed all this, but he wanted to see

it—in black and white.

Right there I shuddered and realized I had been the proverbial shoemaker-father. Out of my explanation to him—and subsequently others—comes this article. It's a version of something which must eventually be presented—and graphically—to all in our organization; and it may be something in which other new public relations practitioners of other medium-sized manufacturers might find an interesting comparative pattern.

Skipping the difficult and often controversial phases of public relations definitions and philosophy and the field of tools and techniques, our salesman—who just as well could have been a production foreman, a field service mechanic or a new telephone operator—was shown a crudely drawn, segmented and labeled circle which had been kept under my desk blotter for years. I imagine other public relations men may have used a similar device, and similarly named it, “Our Public Relations Circle.” In any case, although ours has a meaning, a segmentation and a usefulness all its own, I believe that its pie sections, when re-labeled, may have usable counterparts for fellow manufacturers.

The subtitle to “Our Public Relations Circle” is “The Sphere of Public Influence on Pitney-Bowes,” which simply means the total circle of various “publics,” each of which can help or harm our efforts to make and sell more and better products at a fair price and a healthy profit.

Assuming that the corporation is a good industrial citizen and that its policies and practices try to be Christian and sportsmanlike, we must know—for *our*

Perhaps there is no question asked more frequently of public relations people than, “Just what is public relations?” Frederick Bowes, Jr., here explains how he answered that question for those in his organization. Mr. Bowes is a graduate of Dartmouth, A.B., 1930. He has served Pitney-Bowes, Inc., in a public relations capacity since graduation, except for a brief period with Batten, Barton, Durstine and Osborn, Inc., New York City, and during the war as Chief Public Relations Officer of the War Production Board for the six New England states.

particular business—just *who* these component “publics” are; *what* their special interests are; and *where* and *when* and *how* and *why* they are to be found and informed—and are likely to act and react.

And so that the separate segments of our public relations circle will have meaning to others, let's digress a moment to give you a quick picture of our business.

Medium-Sized Manufacturer

Pitney-Bowes is a medium-sized manufacturer in the highly specialized office equipment industry. We are the originators of the postoffice-licensed office mailing machine, the postage meter, that simultaneously stamps and seals the mail called “metered mail,” that prints postage for any and all kinds of mail including airmail, special delivery and parcel post. “Metered mail” is now an important arm of the U. S. Postal Service and is used, in one form or another throughout the world. Last year, for example, postage meters accounted for \$211,000,000 (nearly a fifth) of all U. S. postage revenue. Its directly imprinted postage is variously considered by stamp collectors to be either an interesting new branch of, or a dangerous threat to their hobby of philately.

Despite our medium size we are the world's largest makers of postage meters and mailing machines for business and government, with a wide and varied line of allied devices including tax-stamping meters and the newly introduced “Mailomat,” a coin-operated public mailing machine and letter box combined that stamps and mails letters automatically (without need of ordinary adhesive stamps) in postoffice lobbies, railway terminals and other public centers. Our products are sold and serviced through 59 branch offices, company-owned and company-operated, in the U. S. and Canada.

We are capitalized at \$3,370,000 with 912,000 shares of stock outstanding, listed on the New York Curb Exchange and widely held by some 5,000 stockholders

including 218 of our own employees. Assets total \$12,119,808.

The company employs about 2,000, including nearly 700 in branches, and this is an all-time high. A third of all male workers are veterans of World War II. The employees have never been represented by a union.

We occupy a modern metal-working and assembly plant of about 210,000 square feet in the industrial city of Stamford, Conn., 50 minutes by rail from Grand Central. The population is about 60,000, of many and various national and racial origins. Our neighbor plants include Yale & Towne (locks, hardware), Schick (dry shavers), Norman-Hoffman (ball bearings), Petro-Nokol (oil burners), Machlett Laboratories (x-ray tubes and equipment), Northam-Warren (cosmetics), Electrolux (cleaners), and Condé Nast (printing, publishing).

Now here are the “publics” that influence that kind of business, that we in turn try to influence with full facts and good corporation deeds and policies. These are the segments of our “circle,” with the less obviously labeled sections given parenthetical names general enough to suggest their counterparts in other manufacturers’ public relations “circles.”

We don't rank them in any precise order of importance:

Users (Customers)

These are the business firms and other “mailers” who have purchased outright our postage meter mailing machines and rented from us the government-controlled meter portion or unit (the later, which prints and records government revenue, cannot be owned outright by the user). This “public” includes not only owners and executives, but office managers, mail clerks and operators of the machine. This segment comes first only because we obviously can't serve stockholders, employees and other vital “publics” until we first serve our customers.

Stockholders

This segment of the "circle" includes not only the company's stockholder-owners and prospective shareholders, but banks, insurance and other financial institutions as well.

Employees

Includes workers and supervisors of all grades and skills, jobs and titles, with public relations acting chiefly as the informational service arm of the industrial relations department.

Plant Community

This classification encompasses Stamford and surrounding cities and towns where employees or prospective employees are resident, with the workers' families, friends and others who influence employee living and attitudes being the primary group target.

Governments

This segment embraces administrative, regulatory and legislative branches and agencies of all levels of government—local, state and Federal—exclusive of our relationships with and responsibilities to the particular branch of the Federal government (Post Office Department and postal personnel) and of state governments (revenue departments and tax administration personnel) which constitute a separate "professional" segment of our public relations circle.

The Postal Service and State Tax Personnel

(The "Professional" Public)

This category is unique to Pitney-Bowes in that our major product, the postage meter, is designed, manufactured, distributed—and even used by customers—under special and rigid Post Office Department authorization, regulations and controls. Other relationships derive from the fact that Pitney-Bowes is a principal supplier of postoffice canceling and post-marking machines and other devices

widely used by postal personnel. This "public" ranges all the way from the Postmaster General with his many technical and administrative assistants, plus members of the Congressional post office and post roads committees, to the local postmasters, supervisors, clerks, postal union officials and others who have something to do with the registration and control of postage meters and the handling, dispatch and accounting of metered mail. The state tax personnel is an almost parallel "public" in the specialized field of "metered" tax-stamping machines.

Though these publics are peculiar to our business, experienced public relations men will recognize in them much that matches the relationship of the pharmaceutical or hearing aid maker to the medical profession, for example, or that of the oil burner or plumbing fixtures manufacturer to the architectural profession. Few firms don't have their special or common "professional" publics to inform, persuade, keep happy and "sold."

Prospects (Potential Customers)

This segment, akin in character and approach to the "Users" group, is that portion of the business public which can "do something about" a postage meter. Its ranks include the business owners and executives who can take direct purchasing or recommending action and the secretaries and office clerks who can actually request or suggest the product, merely give it the nod of assent or hamper or kill the sale. Postage meters, to a greater extent than adding machines and typewriters—and because they involve a radically new if better use of the mails—must be sold carefully and thoroughly from the president or treasurer on down to the office boy or girl who "gets out the mail." It is often important that others must think well of the company, its postal service and special stamp, and the machine and its operation. In addition to the office manager and purchasing agent of the larger firm, there is sometimes the sales manager, the advertising manager and, yes, even the

public relations director! In the smaller business, it helps to get the story to the owner's family, especially when one of them may be called in at the end of the month to help lick and stick stamps and envelope flaps for the bills and statements. This "public" represents many millions of executive, professional and white collar people in a certain percentage of about 4,000,000 business establishments, utilities, associations and other "business mailers."

Suppliers

The vendors of goods and services are here included—ranging from the fabricator of steel for our new buildings and the butcher supplying our cafeteria to the suppliers of special motors and castings. Since the war the "suppliers" segment has of course held a foremost wedge in most manufacturers' public relations circles—and I doubt if the swing back to a "buyers' market" will reduce its importance to the minor, take-it-for-granted role of pre-war days.

Educational

This is the familiar "public" of students and teachers in the country's public, private and commercial schools and colleges. Our emphasis is on those specializing in business and office training courses. Although we have a long way to go, compared to the excellent programs of the typewriter companies for example, we recognize that these students are only a few years away from active influence in our other "publics"—particularly the above-mentioned "Users" and "Prospects."

Industry and Trade Associations

These we regard not only as important public relations media in themselves, but a very special "public" in its own right. It includes active memberships in, and an exchange of information and services to and from our own industry association (The Office Equipment Manufacturers Institute); local, state and national man-

ufacturers' associations; and the various specialized business and "professional" clubs and associations for sales executives, purchasing agents, public relations directors, advertising managers, cost accountants, traffic managers, etc. It adds up, both qualitatively and quantitatively, to quite a public.

Philatelic Public (Hobbyists)

This is a "public" of an estimated 5,000,000 stamp collectors from age 8 to 80, cutting across or partially duplicating our other publics, with a special and sometimes fanatical interest that intrigues, amuses and pleases us as often as it baffles us. For at one end of this public relations spectrum are a minority of misguided but genial philatelists who both scorn the directly imprinted postage meter stamp as an inartistic, mechanized crudity (compared with their beloved engraved adhesive stamps) and fear it as a threat to their hobby; while at the other end are another, fast-growing minority of "specialists" who not only collect meter stamps (with their own clubs, columnists and catalogues), but sometimes drive us crazy with requests for samples and data so technical that our best experts couldn't answer, even with hours of research.

We inform and serve them as best we can, however. After all, the youngster who scrawls a request for dope on Mexican meter stamps may also be pestering his banker dad to save him the meter-stamped envelopes from the bank's incoming mail. And the stamp-collecting businessman or government official may want to print his own postage stamps one day—a la postage meter. This "hobby public" has parallels in other firms' public relations circles. Consider what's been done by railroads and airlines with the model train and plane hobbyists, the programs of the woodworking tool and lathe makers with the home workshop fans, the splendid job done by the Chase National Bank in the field of numismatics (coin-collecting to you!); and there's the famed Fisher Body model coach building con-

test in the juvenile field. The circle's segment called "hobbyists" is full of importance and fun.

The "General" Public

This is the obvious catch-all for the rest of America's 140,000,000 citizens who do not fall so neatly—and, I'm afraid, arbitrarily—into specific segments of public relation directors' own circles, but who do nevertheless wield a direct or indirect influence on the fortunes of the business. Graphically this broad and unclassifiable public appears on our own circle chart as a thick perimeter or band of arbitrary width. Actually its individuals often overlap the established segments which, in turn, overlap each other—not once but sometimes over six different segments (cf. the *stockholder* who lives in *Stamford*, *supplies* some of our printing, *uses* a PB postage meter, *serves* on the *city council* and *collects stamps* in his spare time).

Our own outside or "general" public, on the other hand, ranges all the way from the housewife who sees a news photo of the pretty girl mailing the tax bills

through the newly installed postage meter at city hall (and kids her late-working husband about getting the gadget for his overworked secretary) to the clergyman who can't buy stamps to mail his letters when the postoffice closes Saturday afternoon (and politely writes his congressman that Blankville ought to have a "Mailomat" for 24-hour public service—like the one he saw pictured in Grand Central Station).

So there are our twelve "publics," component segments of one manufacturer's "Public Relations Circle." You have no idea what a head-straightening thing it is to be suddenly asked, "just what is this 'public relations'—and why do we make so much of it"—to be forced to set up *your* "circle" (and not a chart out of a textbook); and then to divide, define and appraise the parts of the whole.

When an organization's total "public" can be properly viewed as the whole 140,000,000 U. S. men, women and children, the public relations director can sometimes have trouble seeing the *trees* for the *forest*! At least this one once did.

The Public Relations of Election Campaigns

(Continued from page 10)

But whatever technique we use, in the end we always come back to Lincoln's fundamental—public sentiment is everything. If we sometimes go to extremes to create that sentiment, we can recall that some of the greatest statesmen in American history went to extremes, too. It was Lincoln who said: "This government cannot endure permanently, half slave and half free." That's what we call "a fear campaign" . . . a picture of dire things to

come, unless the issue is resolved.

And it was Patrick Henry who said: "Give me liberty or give me death!" That's what we call laying it on with a ladle. But Patrick Henry was not only a great patriot; he was a great campaigner. And even in these modern times, that is the kind of dynamic sloganeering that builds public sentiment—and wins campaigns.

THE PUBLIC'S EQUITY IN EDISON

By JOHN C. F. COAKLEY

Historian of Edison Pioneers; Public Relations Director, Thomas A. Edison Centennial, Inc., New York

CENTRAL THEME of the commemoration of the 100th anniversary of the birth of Thomas A. Edison, February 11, 1947, will be "The Public's Equity in Edison." Attention will be focussed upon all the ramified benefits to mankind therein implied—low-cost light and power at the flip of a switch—music for the millions through the phonograph, the radio—entertainment and education afforded by the movies—comfortable living for the millions—jobs, and millions of jobs, through the extension of science in industry.

This theme was sparked by Mr. Charles F. Kettering, Chairman of the Thomas A. Edison Centennial Committee. He put it this way: "Every citizen is as much a beneficiary of Mr. Edison as if he had mentioned him in his will. The comparatively small sum of money he may have received for his inventions is microscopic in comparison with the public's benefit—yours and mine."

Public Is Beneficiary

What is true of Edison's contributions is equally true of all science and industry. The real beneficiary of a new invention, a new discovery, or a better method of producing is not the originator; the real beneficiary is the public which consumes or uses the fruits of the new invention, discovery, or production method.

There is no magic formula whereby successful industry and business can be pulled out of a hat. Hard work and sound thinking, not legerdemain, provide employment and well-being.

Again to quote Mr. Kettering, "fundamental thinking too often is considered a natural resource." Many people, too many people, believe that a radio plays music merely because a dial is turned, that a light burns simply because a but-

ton is pushed. They have forgotten—or never were aware of it—that the radio plays and the light burns only because long arduous hours, even years of experimentation, fundamental thought, and hard work were spent in creation and development. And the processes of creation and development are never ending.

Mr. Kettering sees in the Edison Centennial the ideal vehicles for all business and industry to get its message across to the public. The Centennial, he has said, should serve as "a symbol of our entire technological progress."

Just how can this be accomplished? The methods are manifold. The very existence of the Centennial program is, within itself, a reason for telling the story of business and industry at this time.

The occasion is a natural for all business to reacquire the nation with its inherent virtues. Two big factors make this so: 1) Edison, probably more so than any one man, left an indelible imprint on practically all phases of American life, and 2) the time is propitious, coming as it does during the period of reconversion when the public is hungry for assurances for the future.

The story of Edison's life, his achievements, his lasting impact upon the world, provides the perfect springboard for all industries to tell their own story in their own words and to their own people in their own community, whether that be Podunk Corners or Forty-Eight-States, U.S.A.

Thus, the core theme of the Centennial program, "The public's equity in Edison," in its broader implication, becomes really the public's equity in all business, industry, and science. This theme is eloquent and impelling, and lends itself to myriad applications.

For example: Edison's invention of in-

candescent and fluorescent electric lighting was more, far more, than a personal triumph, because the public was his partner and beneficiary. Not only was there more and better light at less cost, but new industries stemming from these inventions provided jobs and comfortable living for thousands upon thousands of persons. Consider the increase in production of industry as a whole due to the extension of day into night by electric lighting—consider the extra hours of leisure made available for pleasure and cultural pursuits.

When Edison invented the phonograph, the motion picture, or any one of his great contributions to progress, the same was true. And the same holds true of any man or group of men who start and develop a useful business or industry.

The public is both partner and beneficiary.

The motivation of a fitting program of commemoration has been entrusted to the Thomas A. Edison Centennial Committee which is sponsored by Edison Pioneers, the organization founded in 1918 by a group of men who, because of their association with Mr. Edison and his early work, desired to "pay tribute to Mr. Edison's transcendent genius and achievements and to acknowledge the affection and esteem in which we hold him." The committee thus possesses the virtue of having a non-commercial origin.

National Leaders Serve

Working with the national chairman, Mr. Charles F. Kettering, head of research, General Motors Corporation, are Mr. Henry Ford, an intimate friend of the inventor, as the Honorary Chairman and Mr. Frank M. Tait, Edison Pioneer and Chairman of the Board, Dayton Power & Light Company, who is Vice Chairman.

Committee membership embraces nearly a hundred of the nation's great leaders in science, industry, and education. The outstanding calibre of committee members invites rather than excludes partici-

pation by industries which may not be represented directly by a company official.

Offers Aid

Participating groups will be aided by the national committee in planning institutional advertising, radio programs, newspaper and magazine articles, speech material, and other attention inviters. The committee's own broad program will serve to bolster the value of the individualized programs of participating industries. In addition, the committee's efforts will be directed to fostering international interest, particularly in Canada, Mexico, and South American countries.

It is not the committee's intention to direct the manner in which industry and business may choose to participate in the Centennial program, other than to request that Centennial activities be kept divorced from direct selling practices. While the committee has a small but competent staff ready to assist with research for historical data and in offering guidance as to promotional material, ideas, and techniques, the most fertile field of endeavor rests within the originality of participating groups in fashioning the broad program to meet their specific needs and situations.

The tentative time-table worked out by the committee calls for the Centennial program, with exception of the educational activities, to get underway publicly on November 11, 1946, or thirteen weeks before February 11, 1947, the actual centenary date. Educational materials will be made available at the beginning of the new school year in September. Naturally, the intensive period will immediately precede the anniversary date building into a proper climax for that date.

By his inventions of the phonograph, the microphone and motion pictures and his discovery of the "Edison Effect" which was the inception of the electronics art, Edison did much to extend the appreciation of music. In fitting acknowledgment of these contributions, an "Ameri-

can Music Week" in Mr. Edison's honor is planned for February 9-16, 1947.

In instances of businesses and industries having a direct relationship to the creations of Edison's mind, no imagination is necessary to envision the vast possibilities for tie-in stories. These related enterprises include industries such as power and light, telephone, telegraph, radio, electronics, phonograph, and motion pictures, to mention some of the major fields in which the influence of Edison's work has played a dominant part.

But logical participation in the Centennial program is not limited to businesses and industries with a relationship, direct or indirect, to Edison's work. An insurance company, to cite a random example, would have contributed vitally to the Edison Era by promoting savings and security so that the technological fruits of the period could be enjoyed by more people.

Several committee members have suggested that the Centennial period would

be a propitious time for all industry, singly or jointly, to reacquaint their home communities with their contributions to community progress. It could be a period in which the history of communities could be retold in relation to the histories of the industries which help make up the communities.

The growth of hundreds of communities actually is the reflection of the growth of the businesses and industries which provide their lifeblood. This can be presented interestingly and tellingly by dramatizing the rise through the years of employment, individual earner-incomes, savings, health benefits, and other attendant benefits of industry.

What was your company like, what was it doing twenty-five years ago, fifty years ago, even one hundred years ago? Company and product anniversaries are milestones along the road of progress and provide an excellent reason for retelling an industry's story.

The headquarters of the Thomas A. Edison Centennial Committee is at 40 West 40th Street, New York 18, N. Y., which is also the headquarters of Edison Pioneers. Business or industrial groups desiring the assistance of the committee's staff should write John Coakley at the headquarters address.

The Importance of Evaluation

(Continued from page 26)

time, many expanding enterprises are enlarging their own public relations, publicity and promotional staffs. Such expansion in our field and new competition should prove most welcome; it should impel us to sharpen our thinking, raise our sights and intensify the exchange of ideas and viewpoints.

As the newcomers run up against problems common to us, it will be interesting

to note what solutions are reached. Some of the young firms and new departments will flourish and prosper. Others will, by the law of averages, languish and wither. In the majority of instances, I think, success or failure will be determined by the public relations man's ability to evaluate and present the details of the Big Three—the job to be done, the work in progress, and the final results.

Books for Business and Industrial Executives

YOU AND YOUR PUBLIC

A Guide Book to the New Career—Public Relations

By Verne Burnett

Here is a sane, comprehensive and thoroughly down to earth manual on how you can use public relations to pay you big dividends. "A must for all interested in teaching or studying public relations—and for all who should practice the science of public relations, which most emphatically includes every business executive."—B. C. Forbes, *Editor, Forbes Magazine*. "Here is a valuable textbook for those of us directly responsible for management—and certainly an excellent source of ideas."—Lewis H. Brown, *President, Johns-Manville Corp.* **\$2.50**

TOP-MANAGEMENT PLANNING

By Edward H. Hempel, *Assistant Professor of Industrial Engineering, Columbia University*

Here is a timely offering to all executives—a fresh approach to planning in the top-stratum of industrial management. "The book is well done and its timeliness is extraordinary. In every chapter, almost on every page, one finds material which is directly applicable to the reconversion problems of today, tomorrow and next year."—Edward S. Cowdrick, *Consultant in Industrial Relations*. "Unique . . . one of the best things that has been done in the general organizational area."—Edgar W. Smith, *Vice President, General Motors Corp.* **\$4.50**

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By L. Urwick, *Co-Editor of "Dynamic Administration"*

A leading authority in the field of administrative theory and practice here sets forth in simple and comprehensive terms the emerging principles of administration. He examines the nature of administration and considers its basic elements in terms of forecasting, planning, organizing, co-ordination, command and control. ". . . it is the finest thing we have read on the principles of administration."—R. E. Gillmor, *President, Sperry Gyroscope Company, Inc.* **\$2.00**

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S EVEN AND ONE-HALF YEARS AGO the American Council on Public Relations was founded—brought into being through the vision and efforts of a handful of men representative of the thoughtful elements in top business management and public relations. From the beginning the Council concerned itself with the need of defining the functions of public relations, establishing a broader and deeper understanding of the principles, practice and tools of the field, and producing a sound literature to guide public relations workers and those who employ their services.

Today Council membership is from coast to coast, throughout Canada, and in several foreign countries. The Council has become the world's largest public relations organization. It continues to devote its attention to the fundamental objectives of scientific research and education in public relations; to helping give character, stability and dignity to the public relations calling.

How You Can Become a Council Member

Individuals in the following classifications are cordially invited to membership in the Council:

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Application for membership is made to the Board of Trustees of the Council on the form provided below, or on your letterhead. The applicant is provided an *Information Return* upon which to outline his qualifications. Upon approval by the Board he is admitted to Council Membership.



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